**Development and Operationalization of M&E Framework for the Energy Division of MEW**

***Final Report***

June 2018



**Insight Development Consulting Group (P) Ltd.**

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Contents

[1. Introduction 3](#_Toc516505486)

[2. Project Execution Phases 4](#_Toc516505487)

[3. Objective of this Report 4](#_Toc516505488)

[4. Details of Project Implementation 5](#_Toc516505489)

[4.1 Field Missions Undertaken: 5](#_Toc516505490)

[4.2 Staffing 6](#_Toc516505491)

[4.3 Activities Undertaken 6](#_Toc516505492)

[5. Deliverables 11](#_Toc516505493)

# Introduction

Government of Afghanistan is increasingly laying emphasis on developing and utilizing Afghanistan's domestic resources to increase its generation capacity. The objective is to become self-reliant in electricity supply and reduce dependence on imported power, which constitutes about 70% of the total power consumed by the country. The installed generating capacity in Afghanistan is only about 500 MW, which is largely based on hydro and diesel generation. The present capacity is not adequate to meet country’s total power demand, which is largely met by importing power from the neighbouring countries viz. Uzbekistan, Tajikistan, Turkmenistan and Iran.

The country has about 1.2 million consumers and the per capita consumption of electricity is about 195 kWh, which is low as compared to South Asia average of 667 kWh and global average of 3,100 kWh in 2012. The level of electrification in Afghanistan is presently about 35%. The Government aims to take it up to 65% over the next 5 years.

Achieving energy security will require expanding and improving transmission and distribution networks, and increasing domestic generation capacity by using a mix of renewable, hydro and thermal resources. Towards this end, a five-year plan for the energy sector development has been prepared which intended to provide an overview view of energy sector development activities for the years 2016-2020. It seeks to summarize and bring together the more detailed plans of the multitude of stakeholders (e.g. line ministries and international development partners) under one platform.

The five-year plan intended to bring together existing plans to provide an overview understanding of activities in the sector, to identify synergies and gaps in current efforts and thus to help inform the direction of future planning.

Currently, the institutional framework of the Power Sector of Afghanistan comprises to two main organisations:

* Ministry of Energy and Water (MEW): The Energy Division of the Ministry of Energy and Water (MEW) governs the power sector in the country. It is responsible for formulating policies, strategies and plans for the development of power sector and implementation of these. Its role is critical for sustainable development of the power sector in the country.
* Da Afghanistan Breshna Shirkat (DABS): DABS is a vertically integrated State-owned power utility which is responsible for power generation, transmission and distribution across Afghanistan. It is an autonomous organisation fully owned by the Government of Afghanistan.

The Afghan energy institutions are being supported by several international agencies to meet the above challenges. GIZ, the international development agency of Germany, is supporting MEW through a project “Institutional Development for Energy in Afghanistan” (IDEA) which has been designed for institutional capacity development for public institutions and private sector companies and organizations.

A key institutional capacity gap that IDEA seeks to address is the lack of a sectoral energy monitoring and evaluation system. MEW has formulated the Afghanistan National Energy Policy (NEP), Renewable Energy Policy (REP) and Electricity Services Law (ESL) and recognizes the importance of setting up a *structured M&E mechanism to monitor and evaluate the incremental progress* of implementation of these to ensure that the *objectives of the five year strategic plan of energy sector (2016-2020)* are met.

Towards this end, GIZ has contracted Insight Development Consulting Group Pvt Ltd (IDCG) from India to help develop and operationalize a M&E System for Energy Division of MEW.

Specific objectives of the assignment as provided in the RFP and accepted by IDCG is as under:

* A comprehensive Monitoring & Evaluation system/framework for the Deputy Ministry of MEW is developed and operationalised.
* The system is populated with the necessary data.
* Adequate capacity development through trainings is done of the people who would manage the M&E system

# Project Execution Phases

IDCG will deliver the assignment in four inter-twined phases. While the detailed methodology is provided in IDCG’s proposal, a brief is presented below:

**Inception**

**Design of M&E System**

**Institutional Capacity Building**

**Institutionalization of M&E Framework**

# Objective of this Report

The final report is focused on providing a general overview of the project implementation.

# Details of Project Implementation

Project advancement during the reported period is further divided into the following two sub-sections.

* Field Missions Undertaken by International Consultants
* Staffing
* Activities Undertaken
* Deliverables

## 4.1 Field Missions Undertaken:

Following are the details of field missions undertaken to Kabul, Afghanistan by international consultants during the reported period.

|  |  |  |  |
| --- | --- | --- | --- |
| S.No | Dates | Duration | Participants |
| 1 | September 18, 2017 to October 4, 2017 | 17 Days | Himanshu Dube, Team Leader  Aneesh Vijayan, M&E Expert |
| 2 | October 23, 2017 to November 1, 2017 | 10 Days | Aneesh Vijayan, M&E Expert |
| 3 | January 5-11, 2018 | 07 Days | Himanshu Dube, Team Leader  Aneesh Vijayan, M&E Expert |
| 4 | February 25- 28, 2018 | 04 Days |
| 5 | March 25-29, 2018 | 05 Days |

At the contracting stage, it was expected that the Team Leader and M&E Expert will spend 91 and 140 days respectively in Afghanistan. This would have included travel to three provinces as well.

However, in November 8, 2017, IDCG was informed that due to security concerns, the duration of international missions was being put under a control. Thus, the Team Leader and M&E Specialist spent 33 days and 43 days each in Afghanistan.

In order to make up the interface time between MEW and IDCG, GIZ supported the travel of MEW’s M&E Advisor and IDCG-DV’s local M&E Specialist to India in December 2017. More details of this discussion are provided in the next section.

## 4.2 Staffing

Mr. Safiullah Azizi joined the team on March 4, 2018 as national M&E Specialist after an approval was received from GIZ. He replaced Mr. Farooq Azizi.

## 4.3 Activities Undertaken

Following are the details of activities undertaken by the M&E consultants during the reported period.

1. **Document Review:** IDCG team reviewed the following documents during the reported period:

* Capacity assessment of Afghan Energy Sector Institutions, GIZ, November 2014
* Stakeholder Analysis, Institutional Development for Energy, GIZ, August 2015
* Rapid Assessment of Ministry of Energy and Water, GIZ, August 2015
* Rapid Assessment Report for Result Based Management, GIZ, January 2016
* Summary and Plan Matrix of the Five Year Energy Sector Development Plan (2016-2020). MEW-GIZ, May 2016
* Terms of Reference for MEW Directorates, Water & Power Engineering Company of Afghanistan (WAPECA) and Provincial Energy Committees (PEC), GIZ, August 2016
* Structure and functions on Presidential, Ministerial, Deputy Ministerial and Directors’ level, GIZ, October 2016
* Capacity Development Plans and Results Framework for all the MEW Directorates, August 2016
* 2017 First Quarter Progress Report of Afghanistan Sustainable Energy for Rural Development (ASERD)

1. **Meeting Undertaken:** Series of meetings were undertaken by the M&E consultants during the assignment period. Details of such meetings with its objective are presented below.

Apart from these formal meetings several informal meetings were conducted by the national M&E consultant during the engagement period for data collection, follow-ups and discussing feedback on data collection templates etc.

| **Name of Organization** | **Date of Meeting** | **Objectives** |
| --- | --- | --- |
| Mr. Khwaja Mohammad Masood, Head of Corporate Planning and Controlling, DABS | April 09, 2018 | 1. To discuss and document the feedback received from DABS operational staff after using the M&E templates |
| Mr. Haider Seddiqi and Mr. Hashim, Dispatching Center, DABS | April 08, 2018 | 1. To discuss and document the feedback of Dispatching Center staff of DABS after using the M&E templates |
| Mr. Faridullah Sharafmal, RE Director, MEW | April 04, 2018 | 1. To discuss and document the feedback of RE Directorate staff of MEW after using the M&E templates |
| Mr. Mohmmad Alias Samadi, DABS | April 3, 2018 | 1. To discuss and document the feedback of finance department staff of DABS after using the M&E templates |
| Mr. Waliullah Jabarkhel, Procurement Department, MEW | April 2, 2018 | 1. To discuss and document the feedback of procurement department staff of MEW after using the M&E templates |
| Mr. Aman Ghalib, CEO, DABS | March 27, 2018 | 1. To update about the progress of the assignment 2. To share templates developed |
| Mr. Khwaja Mohammad Masood, Head of Corporate Planning and Controlling, DABS | March 27, 2018 | 1. To discuss the plan for a formal orientation to DABS operational staff on the new M&E system |
| Mr. Aman Ghalib, CEO, DABS | January 6, 2018 | 1. To inform about the progress of the assignment 2. To seek involvement of DABS in proposed workshops |
| M&E Advisor, MEW (at New Delhi) | Dec 25-30, 2017 | 1. To appraise MEW M&E Advisor about activities undertaken and obtain an institutional feedback 2. To structure indicators based on 5-year strategy 3. To develop a theory of change |
| Energy Deputy Ministry, MEW (Meeting with Deputy Minister and Senior M&E Advisor) | Oct 28, 2017 | 1. Basic introduction with M&E consultants. 2. Brief discussion on approach and methodology proposed for the assignment 3. Request Energy Deputy Minister to issue a formal letter to all the MEW Directorates and DABS for sharing the documents requested from them by the M&E consultants. 4. Request Energy Deputy Minister to issue a formal letter to all the MEW Directorates, DABS and ASERD to nominate 1-2 representatives from their organisation for the M&E working group. |
| MEW, (Meeting with Junior Advisors) | Oct 24, 2017 | 1. Discussion on support required from MEW for expediting collection of documents requested from MEW Directorates and other stakeholders in the energy sector. 2. Follow-up on the request made for furnished office space for the M&E team within MEW campus, with proper facilities and internet connection |
| Afghanistan Renewable Energy Union (AREU) | Sep 26, 2017 | 1. Basic introduction with M&E consultants. 2. Brief discussion on approach and methodology proposed for the assignment. 3. Brief discussion on the roles and responsibility of and its significance within the energy sector in Afghanistan AREU. 4. Brief discussion on the support and documents required from AREU for successful execution of the assignment. |
| Energy Projects Implementation and Monitoring Directorate | Sep 26, 2017 | 1. Basic introduction with M&E consultants 2. Brief discussion on approach and methodology proposed for the assignment 3. Brief discussion on the support and documents required from the directorates for successful execution of the assignment |
| TONEXT, IT firm contracted for Afghanistan Energy Information Portal (AEIP) | Sep 23, 2017 | 1. Basic introduction with M&E consultants 2. Brief discussion on approach and methodology proposed for the assignment 3. Brief discussion on the approach and methodology to be followed for development of AEIP 4. Brief discussion on the coordination arrangement required between M&E Consultants and AEIP consultants |
| Central Statistical Organization | Sep 23, 2017 | 1. Basic introduction with M&E consultants. 2. Brief discussion on the current system and procedures in place at CSO for collecting and publishing energy sector statistics 3. Brief discussion on the existing capabilities of CSO in undertaking specialised evaluation studies/ research for the energy sector 4. Brief discussion on the existing organisation structure of CSO and geographical presence of CSO staff at the provincial level |
| Vocational Training Center, MEW | Sep 23,2017 | 1. Basic introduction with M&E consultants. 2. Brief discussion on approach and methodology proposed for the assignment. 3. Brief discussion on the support and documents required from the directorates for successful execution of the assignment. |
| Afghanistan Sustainable Energy for Rural Development (ASERD), Ministry of Rural Rehabilitation and Development (MRRD) | Sep 23,2017 | 1. Basic introduction with M&E consultants. 2. Brief discussion on approach and methodology proposed for the assignment. 3. Brief discussion to understand ASERD’s mandate and significance in the energy sector in Afghanistan 4. Brief discussion on the support and documents required from ASERD/MRRD. |
| Energy Policy Directorate, MEW | Sep 20, 2017 | 1. Basic introduction with M&E consultants. 2. Brief discussion on approach and methodology proposed for the assignment. 3. Brief discussion on the support and documents required from the Directorate for successful execution of the assignment. |
| Energy Programming Directorate, MEW | Sep 20,2017 | 1. Basic introduction with M&E consultants. 2. Brief discussion on approach and methodology proposed for the assignment. 3. Brief discussion on the support and documents required from the Directorate for successful execution of the assignment. |
| Renewable Energy Directorate, MEW | Sep 20, 2017 | 1. Basic introduction with M&E consultants. 2. Brief discussion on approach and methodology proposed for the assignment. 3. Brief discussion on the support and documents required from the Directorate for successful execution of the assignment. |
| Energy Deputy Ministry, MEW (Meeting with Acting Deputy Minister) | Sep 19, 2017 | 1. Basic introduction with M&E consultants. 2. Brief discussion on approach and methodology proposed for the assignment. 3. Brief discussion on the support required from MEW for the execution of the assignment. 4. Request for office space within Energy Deputy Ministry. |

Apart from the above-mentioned meetings, on September 26, 2017, a presentation was made to His Excellency, the Minister- MEW on the assignment and the progress so far. The presentation was preceded by a presentation by the Afghan Energy Information Portal team and many complementary aspects between the two assignments were identified.

1. **Workshops:**  A series of workshops were organized to finalize the theory of change, indicators and templates. These workshops were held in conference rooms of MEW and DABS.

The participants of these workshops included representatives of MEW Directorates, DABS and MRRD. The workshops were introduced and anchored by the MEW M&E Advisor until his contract got over. Later in March 2018, the capacity building plan was rolled out. A summary of the workshops is provided below:

|  |  |
| --- | --- |
| Date | Objective |
| January 07, 2018 | Present and validate indicators and theory of change |
| January 09, 2018 | Present and validate indicators and theory of change |
| February 26, 2018 | Present and obtain feedback on reporting templates |
| March 28, 2018 | Orient MEW Directors and select MEW officials on final reporting templates |
| March 28, 2018 | Orient select DABS officials on final reporting templates |

# Deliverables

The following deliverables were submitted during the course of the assignment:

|  |  |  |
| --- | --- | --- |
| S.No. | Report | Date of Submission |
|  | Inception Report | October 2, 2017 |
|  | Revised Inception Report | November 7, 2017 |
|  | Mid-term Report | November 10, 2017 |
|  | Proposal for Establishment of Monitoring and Evaluation Unit | November 10, 2017 |
|  | Basic Analysis Report | December 21, 2017 |
|  | Capacity Building Plan | March 22, 2018 |
|  | Energy Sector M&E Manual | June 11, 2018 |
|  | Final Assignment Report | June 11, 2018 |